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Midcareer Course No. 31

19 January - 3 March 1972

COURSE REPORT

I. General

25X1A
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Midcareer Course No. 31 followed the format and content of its immediate predecessors quite closely. No. 31 retained the three days at [REDACTED] during Phase III, as warmly endorsed by the members of No. 30, but a few members of No. 31 felt that [REDACTED] activities could have been accomplished as well at Headquarters. Favorable comment far outweighed negative views, however, and we plan to continue with the [REDACTED] visit.

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Critiques for MC-31 were universally favorable with some suggestions for improvements. The usual counterbalancing mixture of "we need more time" and "shorten the course by one week" appeared, leading us to believe that the present length and content represents a fairly good balance.

MC-31 was the second all-male class in a row. The average age was 40.2 a fraction below the 30-course average, (with those over forty predominantly from the CS), average grade 13.1, average time on duty 13.4 years. GS-14's outnumbered GS-12's seven to three, a statistic we would like to see reversed. All 32 members finished the course.

II. Opening and Closing of the Course

The Executive Director-Comptroller, Mr. William Colby, welcomed the participants with an excellent short presentation in which he informed them that they might consider their selection

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for the Midcareer Course as a reward for good work, or as an indication they are destined for greater responsibility--both of which might well be true--but that the real reason the Agency presents a Midcareer Course is to benefit the Agency. It is a large investment of time, talent, and money from which the Agency plans to benefit in the future. He said he viewed the students as a bridge between the WW II generation and the latest college graduates, and wanted the students to think of the course as a mind-stretching exercise. Each student should broaden his perspective and ask himself: "How can I change and improve the Agency?"

The Director was unable to attend the final day and we were fortunate to have Mr. Colby as a closing speaker in his stead. Mr. Colby reiterated his main points as presented in his opening remarks, and then gave the group a chance to ask any questions which previously had not received complete or expert answers. The Midcareerists capitalized on the opportunity for more than an hour asking questions on practically every major topic covered by the course. Acting Director of Training presented the Course Certificates to each of the Midcareerists, and then called forth [REDACTED] to receive his Certificate for Courses 16 through 31. [REDACTED] later admitted that he was almost, though not quite, speechless. MC-31 also marked the enrollment of the 1000th Midcareerist. Mr. Colby presented a Midcareer Medallion to student [REDACTED] OSR, whose name was drawn from a hat. Photos were taken with the Midcareer Course staff, Mr. Colby and [REDACTED].

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III. Phase I (Managerial Grid)

Twenty-seven of the 32 students participated in the Managerial Grid. All those who took it stated that they benefited from it, though one student observed that many of the suggestions for change developed by MC-31 resembled those developed by the students of MC-1, and that this might mean that the Agency is afflicted with arteriosclerosis. The same student, however, professed his delight at the Agency's foresightedness and flexibility as evidenced in everything from operational developments

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in Indochina to the Office of Communications's computer MAX.

One student said he thought the Grid instructors were excellent 9-9's.

IV. Phase II (The Agency)

25X1A The presentations by the various Directorates were generally praised highly, again with the notable exception of those by the CS speakers. In attempting to analyse this continuing phenomenon several factors may be cited for this running. The presentations by the CS were first of all victimized by the weather, which canceled all but one of their speakers for the first day. This is significant because [REDACTED] introductory remarks, which were to have provided the context for all that followed, were scrubbed. Then, as the weather permitted the remainder of the topics to be covered, about a third of the CS speakers were substitutes for those originally requested. (This factor may not be significant for there was a similar rate of substitution for all the Directorates.)

The most noticeable difference between CS presentations and those of other Directorates, however, was an inconsistent application of the need-to-know principle. Some CS speakers were more closemouthed than others, and thus seemed to give the impression of waffling on questions from the group. This not only produced a poor impression on the group as a whole, it particularly embarrassed the CS members of the group. Asked why he would talk about some subjects that his chiefs would not, Tom Karamessines answered that he had an understanding boss but that his subordinates did not. The problem of candor versus need-to-know, and development of a balanced and consistent use of each, will be discussed with TRO/DDP, as well as included in both student and speaker briefings.

25X1A Changes were also necessitated by the unexpected death of [REDACTED] only six days before his scheduled presentation, and Carl Duckett's heart dysfunction shortly before his presentation.

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According to Midcareerists in MC-31 the best Phase II speakers, in both substance and style, were Bruce Clarke (OSR), Art Lundahl (NPIC), John Blake (LOG), Chuck Briggs (PPB), and [REDACTED] (SB Div). Over half the group mentioned these five as outstanding, and rated close to them Ed Proctor (DDI),

25X1A

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[REDACTED]
(China Ops), and Harry Fisher (PERS). On the other hand the least-interesting speaker award was won, going away, by [REDACTED] who spoke on "Measuring Progress in the CS". He was a late substitution in the program and gave the impression of not being ready to field the sophisticated questions of the Midcareerists. He must have caught the group's attention, however, since 18 officers chose to comment on his presentation in their critiques.

Surprisingly, Communism was selected by about a third of the group as a subject which the Midcareer Course could do without, though earlier classes judged the same subject as conspicuous by its absence, and advised that it be included. We plan to retain it but change the thrust.

The informal atmosphere of evening sessions [REDACTED] and the experience-sharing provided by individual student presentations were both judged highly desirable features of MC-31 by the participants.

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V. Phase III (Intelligence Community, U.S. Government and World Affairs)

Though it came as something of a culture-shock for some of the Midcareerists to be exposed to outside speakers, the class adapted rapidly and took good advantage of the high-caliber speakers scheduled during Phase III. Outside speakers invited

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The high point of Phase III in the students' eyes, was the appearance (between his trips to Peking) of Brigadier General Alexander Haig, Deputy Assistant to the President for National Security Affairs. Equally stimulating was the presentation by Dolf Droge of the National Security Council on Indochina and Southeast Asia; this was Droge's first appearance at a Midcareer Course. Other outside speakers during Phase III who received

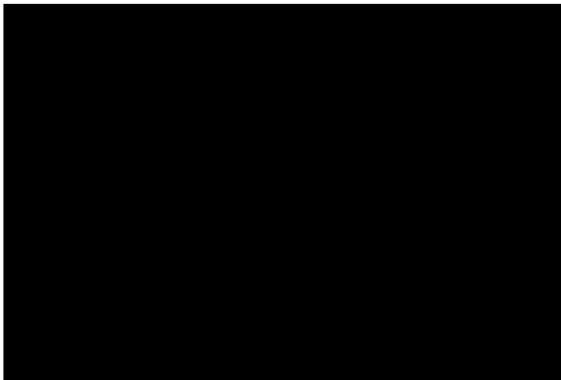
25X1A



criticized, just praised faintly--were Brigadier General Danny Graham of DIA on "DIA" and V. Roger Digilio of State (a substitute for Walter Minnick of the White House Staff on International Narcotics Control) on "Narcotics Control".

Bruce Clarke again addressed the class before its field trip, and the conceptual background on strategic capabilities thus provided enabled Midcareerists to place the installations visited into some sort of sensible perspective against our national needs and priorities.

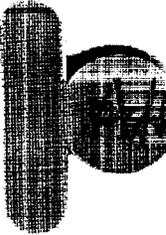
Facilities visited by MC-31 were NORAD in Colorado Springs, where Dr. Charles Mathews went out of his way to make us welcome; Cape Kennedy in Florida, where William Taylor conducted the tour and briefing for NASA and for which he earned kudos from the whole group; and to Charleston's POLARIS Missile Facility/Atlantic and Cooper River Replacement Site (SSBN maintenance and refit facility), where LCDR L.D. Evans escorted the group. At Charleston, we were briefed by Rear Admiral Shannon Cramer, then visited a nuclear attack submarine, a POLARIS sub tender, and POMFLANT, where the missiles are assembled.



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MIDCAREER COURSE

NO. 31
(OTR #2 - 72)

PHASE I

23 - 28 January 1972

S E C R E T

S E C R E T

MIDCAREER COURSE

NO. 31

CHAIRMAN: [REDACTED] 25X1A
Room 921, Chamber of Commerce
Extension 2452

CO-CHAIRMEN: [REDACTED] 25X1A
Room 921, Chamber of Commerce
Extension 2452

[REDACTED] 25X1A
Room 926, Chamber of Commerce
Extension 2326

TRAINING ASSISTANT: [REDACTED] 25X1A
Room 922, Chamber of Commerce
Extension 2452

S E C R E T

25X1A

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S E C R E T

FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of management practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components, and, to a lesser extent, with the activities of certain other organizations in the Intelligence Community.

During the final portion of the Course, Phase III, attention is focused primarily upon major developments and trends in World Affairs and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

S E C R E T

WEDNESDAY, 19 January 1972
(USIB Conference Room, 7 E-26)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	Introduction to the Course		25X1A
		Chairman, Midcareer Course, SIWA/OTR	
			25X1A
		Co-Chairman, Midcareer Course, SIWA/OTR	
			25X1A
		Co-Chairman, Midcareer Course, SIWA/OTR	
			25X1A
		Support School, OTR	
1500	Welcoming Address		
		<u>William E. Colby</u> Executive Director-Comptroller	
1530	Special Clearance Briefings		25X1A
		Security Officer, OTR	

S E C R E T

MIDCAREER COURSE

NO. 31

PHASE I

THE MANAGERIAL GRID

Sunday, 23 January 1972

through

Friday, 28 January 1972

at the



25X1A

S E C R E T

SUNDAY, 23 January 1972

1530	Arrive at [REDACTED]	25X1A
1615	Convene in Conference Room (CR-11)	
	Welcoming Remarks	[REDACTED] 25X1A Chief of Station
	Security Briefing	[REDACTED] 25X1A Security Officer, [REDACTED] 25X1A
		25X1A
1700	Reception [REDACTED]	
1800	Dinner	
1900-1930	General Session: Introduction to Seminar, Introduction to Grid Concepts Activity (CR-11)	
1930-2130	Team Activity: Grid Concepts Activity	
2130-2200	General Session: Scoring	

S E C R E T

S E C R E T

MONDAY, 24 January 1972

0800-0815	General Session: Lecture, "Start-Pathway-Goal" Introduction to Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1030-1200	General Session: Film and Lecture: "The Managerial Grid"	
1200	Lunch	
1300-1315	General Session: Introduction to [REDACTED] Activity	25X1A
1315-1630	Team Activity: [REDACTED]	25X1A
1630-1700	General Session: Scoring	
1700	Dinner	
1900-1915	General Session: Introduction to [REDACTED] Critique	25X1A
1915	Team Activity: Critique	

S E C R E T

S E C R E T

TUESDAY, 25 January 1972

25X1A

0800-0830 General Session: Newsprint exchange on .
[REDACTED] Critique

0830-0845 General Session: Introduction to Team/
Committee Action Activity

0845-1200 Team Activity: Step 1: Developing Team
Solution for Team/Committee Action

1200 Lunch

1300-1400 Team Activity: Step 2: Critique
Complete Wall Charts

1400-1415 General Session: Introduction to Pair Discussions

1415-1515 Step 3: Pair Discussions

1515-1615 General Session: Step 4: Summarize
Point Allocations
Lecture: "Managing Intergroup Conflict"
Introduction to Steps 5 and 6

1615-1700 Step 5: Pair Discussions: Critique of Pair
Member's Grid Styles

1700 Dinner

1900 Team Activity: Step 6: Critique

S E C R E T

S E C R E T

WEDNESDAY, 26 January 1972

0800-0830 General Session: Newsprint exchange on
Team/Committee Critique

0830-0845 General Session: Introduction to 12 Angry Men
Activity

0845-1030 Film: 12 Angry Men

1030-1115 Step 1: Individual Work: Judgments of Managerial
Styles of 12 Angry Men Characters

1115-1200 Step 2: Team Activity: Judging Managerial
Styles of 12 Angry Men Characters

1200 Lunch

1300-1445 Team Activity: Complete Step 2

1445-1515 General Session: Step 3: Individual and
Team Scoring of 12 Angry Men
Introduction to Step 4

1515-1700 Team Activity: Step 4: Critique

1700 Dinner

1900-1915 General Session: Lecture: Organization
Culture Concepts
Introduction to Ideal Organization Culture Activity

1915 Team Activity: Ideal Organization Culture

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S E C R E T

THURSDAY, 27 January 1972

0800-0830	General Session: Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1945	General Session: Individual Completion of Managerial Values
1945-2000	General Session: Introduction to Analyzing Organization Culture
2000	Team Activity: Analyzing Organization Culture

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FRIDAY, 28 January 1972

0800-0930 Team Activity (Contd.): Analyzing Organization
Culture (Prepare Newsprint on 7 Barriers)

0930-1100 General Session: Newsprint Exchange

1100-1120 General Session: Feedback on Ideal/Actual
Organization Culture, Managerial Values,
Personal Grid Styles

1120-1200 General Session: Lecture, "Organization
Development"

1200-1215 General Session: Summation of Seminar

1215 Lunch

1300 Briefing for Phase II

1430 ETD for Drivers and Passengers

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S E C R E T

MIDCAREER COURSE

NO. 31

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

at the



25X1A

PHASE II

30 January - 11 February 1972

S E C R E T

MONDAY, 31 January 1972

DCI Area

0800-0900 Convene in Classroom 11 (CR-11)
Course Administration and
Introductions

0900-0940 Film: "National Intelligence Theater
Estimates"

~~0945-1130~~ "The Agency and the Intelligence Hugh Cunningham
~~1015-1200~~ Community--Developments and Director of Training
Problems"

0945-1000
1135-1200 Reading Period

Lunch (Normal mess operating hours 1130-1245)

1300-1410 "Coordination of the Intelligence [REDACTED] 25X1A
Community" Assistant Deputy for
National Intelligence
Programs Evaluation

1425-1535 "The Agency's Relations with [REDACTED] 25X1A
Congress" Legislative Counsel

1545-1700 "New Approaches to NIEs" [REDACTED] 25X1A
Director of National
Estimates

Dinner (Normal mess operating hours 1700-1845)

1930-2130 Informal Discussion Hugh Cunningham
(A [REDACTED] 25X1A [REDACTED] 25X1A

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S E C R E T

TUESDAY, 1 February 1972

DDI Area

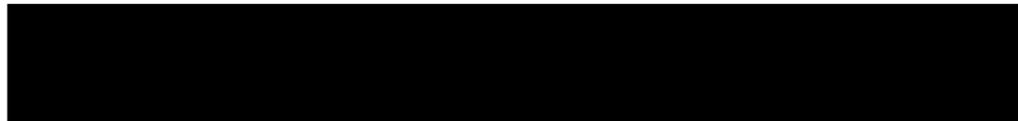
0800-0930	Individual Presentations and Reading Time	
0945-1030	"CIA's Current Intelligence Role"	<u>Richard Lehman</u> Director of Current Intelligence
1045-1200	"The Agency's Responsibility in Strategic Research"	<u>Bruce Clarke</u> Director of Strategic Research
	Lunch	
1315-1415	"Communism Today"	 25X1A Chief, World Affairs Faculty, School of Intelligence and World Affairs, OTR
1430-1630	"Developments in Photographic Intelligence"	<u>Arthur Lundahl</u> Director, National Photographic Interpretation Center
		25X1A
1700-1800	NPIC Exhibition - 	
	Dinner	
1930-2130	Informal Discussion	<u>Richard Lehman</u> <u>Bruce Clarke</u> <u>Arthur Lundahl</u>

S E C R E T

WEDNESDAY, 2 February 1972

DDI Area

0830-0930
~~0800-0845~~



25X1A

0945-1045

"New Emphasis on Economic
Intelligence"

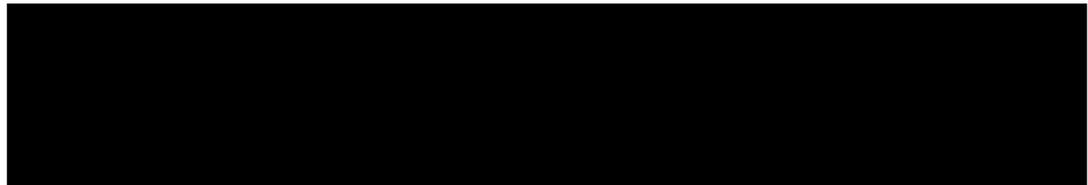


Director of Economic
Research

25X1A

25X1A

1100-1200



Lunch

1330-1630

Individual Presentations and
Reading

Dinner

1930-2130

Informal Discussion with the
Deputy Director for Intelligence

Edward Proctor

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THURSDAY, 3 February 1972

DDP Area

0800-0930 Individual Student Presentations

25X1A

[0945-1045 Introduction to the Clandestine Service

CANCELLED because of weather

1100-1200 "Measuring Progress in the CS"

Lunch

[1330-1445 "Target: Soviet Bloc"

CANCELLED because of weather

[1500-1630 FILMS
Panel:
"Field Station Activities"

1500-1700 Museum demonstration and
Tour

25X1A

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25X1A

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TUESDAY, 8 February 1972

DDS&T Area

0800-0930	Individual Student Presentations		25X1A
0940	Assemble [REDACTED]		
0945-1055	"Science and Technology in CIA"	[REDACTED] Executive Officer DD/S&T	25X1A
1105-1200	"The Agency's Research and Development Program"	[REDACTED] Scientific Advisor to the Director of Research and Development	25X1A
	Lunch		
1300-1355	"ELINT Activities"	John McMahon Director of ELINT	
1410-1505	"Scientific Intelligence"	[REDACTED] Deputy Director of Scientific Intelligence	25X1A 25X1A
1520-1615	"Foreign Missile and Space Analysis" Deputy	[REDACTED] Director of Foreign Missile and Space Analysis Center (FMSAC)	
1615-1630	Closing Remarks	[REDACTED]	
	Dinner		25X1A
1930-2130	Informal Discussion [REDACTED] 25X1A	[REDACTED] et al.	

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WEDNESDAY, 9 February 1972

DDS Area

0800-0930 Individual Student Presentations

0945-1045 "The Support Services"

Robert Wattles

John Coffey

Ass't Deputy Director
for Support

1100-1200 "~~Security Considerations in
Accomplishing the Agency's
Mission~~"

Howard Osborn

~~Director of Security~~

John Blake

Director of Logistics

Logistics

1200-1215 Bus to Base Club

1215-1330 Buffet Lunch at Base Club

1330-1515 Panel:
"The Agency's Medical Services"

Dr. John Tietjen

Director of
Medical Services

 25X1A
Chief, Psychological
Services Staff, OMS

 25X1A
Psychiatric Staff

 25X1A
Deputy Chief,
Operations Division

 25X1A
Clinical Division

1545-1645 "Personnel Problems"

Harry Fisher

Director of Personnel

Dinner

1930-2130 Informal Discussion


John Coffey Wattles
Howard Osborn Blake
Dr. John Tietjen
Harry Fisher

25X1A

SECRET

S E C R E T

THURSDAY, 10 February 1972

DDS - DCI Areas

0800-0945	Individual Presentations		
0950-1050	"Financial Management"		25X1A
		Dep. Director of Finance	
1100-1200	"The Nature and Scope of Training Support"		25X1A
		Deputy Director of Training	
	Lunch		
1330-1430	"Planning and Programming in CIA"	<u>Charles Briggs</u> Director of Planning, Programming and Budgeting	
1600-1700	"Target: USSR"		25X1A
1445-1630	Individual Presentations	Chief, Ops SB	
	Dinner		
1930-2130	Review of Phase II- Informal Discussion		25X1A

S E C R E T

FRIDAY, 11 February 1972

DDP Area

0800-0815	Closing Administration Time	
0815	Leave [REDACTED]	25X1A
1045	Arrive [REDACTED]	25X1A
1100-1200	"Technical Services in Support of Operations"	[REDACTED] Dep. Chief, Technical Services Division
1200-1300	Buffet Lunch	
1300-1630	Tours and Presentations	

S E C R E T

MIDCAREER COURSE

NO. 31

PHASE III

THE UNITED STATES GOVERNMENT

AND

WORLD AFFAIRS

Monday, 14 February - Friday, 18 February 1972
Room 1A-07, Headquarters

Tuesday, 22 February - Thursday, 24 February 1972

25X1A

Thursday, 24 February - Friday, 25 February 1972
Room 1A-07, Headquarters

Sunday, 27 February - Thursday, 2 March 1972 - FIELD TRIP

Friday, 3 March 1972 - USIB Conference Room (7E-26)

PHASE III

S E C R E T

S E C R E T

MONDAY, 14 February 1972
(Room 1A 07, Headquarters)

0815-0845	Administrative Time		
0900-1030	"Change: The Challenge to CIA"	 Special Assistant to DD/S&T	25X1A
1045-1145	"The Defense Intelligence Agency"	<u>Brigadier General</u> <u>Deniel Graham</u> Deputy Director for Estimates, Defense Intelligence Agency	
	Lunch		
1245-1345	Critiques Phase II		
1400-1500	"The Central Reference Service" (Room 1E 78, Headquarters)	 Director, Central Reference Service	25X1A
1515-1615	Tour of CRS Facilities (Optional)		

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TUESDAY, 15 February 1972

0815-0845 Individual Student Presentation

0900-1030 "The President's Use of the
National Security Council"

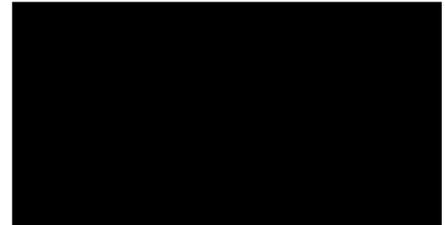
Brigadier General
Alexander Haig
Deputy Assistant to
the President for
National Security
Affairs

1045-1145 To Be Announced

Lunch

25X1A

1300-1530 "Soviet Foreign Policy"



1530-1630 To Be Announced

1730-1930 Class Reception
(Executive Dining Room 7D-48)

Class, Staff, Guests
and Wives

S E C R E T

WEDNESDAY, 16 February 1972

0830-0900 Individual Student Presentation

0915-1045 "Current Problems Facing the
U.S. Government in Latin America"

The Honorable
Charles A. Meyer
Assistant Secretary
of State for Inter-
American Affairs

1100-1200 Tour of FMSAC Operations Center
(Optional)

25X1A

Lunch

1300-1445 Management Advisory Group

1500-1700 "Indochina and Southeast Asia"

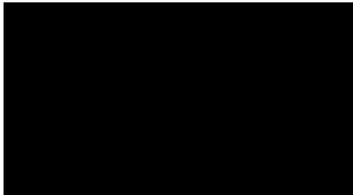
Mr. Dolf Droge
Vietnam Specialist
attached to the
National Security
Council

Briefing on Trip

25X1A

S E C R E T

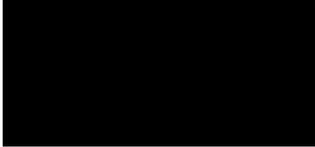
THURSDAY, 17 February 1972

0800-0830	Individual Student Presentation		
0845-0945	"Trade, Finance, and Investment"	<u>Edward Allen</u> Deputy Assistant Secretary of Commerce	
1000-1100	"The Office of Computer Services	 Director of Computer Services	25X1A
1100-1200	"International Narcotics Control"	<u>Roger Digilio</u> Ass't, Office of the Sr. Adviser & Coordinator for International Narcotics Matters, Dept. of State	
	Lunch		
1300-1600	"China and Japan" "New Power & Influences in the Pacific"		25X1A

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FRIDAY, 18 February 1972

0845-0915	Individual Student Presentation		25X1A
0930-1130	"American Politics in the '70's"		
	Lunch		
1230-1330	Briefing and Tour of CIA Operations Center (Room 7F 33 Headquarters)	 Deputy Chief, CIA Operations Center	25X1A
1345	Bus Departs from Front Entrance 		
1415-1615	"The Imagery Analysis Service"	 Director Imagery Analysis Service	25X1A
1630	Bus Departs for Headquarters		

25X1A

S E C R E T

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MONDAY, 21 February 1972

H O L I D A Y

TUESDAY, 22 February 1972

[REDACTED]

) 25X1A

0830-0900 Arrival at [REDACTED] and Room 25X1A
Assignments (In Administration
Building 2nd Floor Conference Room)

0915 Welcome by Chief, [REDACTED] 25X1A
25X1A [REDACTED]

0930 Security Briefing

1000-1200 "Black Problems in the 70's"

Lunch

1300-1400 "Security Considerations in
Accomplishing the Agency's
Mission" De

1400-1500 Special Security Demonstration
and Exhibit

1515-1700 "The Urban Crisis in the United
States"

1930-2130 Informal Discussion
(In Art Room)

[REDACTED] 25X1A

[REDACTED] 25X1A

[REDACTED] 25X1A

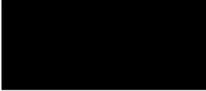
[REDACTED] 25X1A

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WEDNESDAY, 23 February 1972

25X1A

0800-0830	Individual Student Presentations		
0830-0900			25X1A
0915-1145	"The Middle East"		
	Lunch		
1300-1400	"SALT Talks"	 Office of Strategic Research	25X1A
1415-1600	To Be Announced Course Review		25X1A
1600-1700	Office of Logistics Exhibit (In Gymnasium).		
1930-2130	"Congressional Dynamics" Presentation and Informal Discussion	<u>D.B. Hardeman</u> Former Special Assistant to House Speaker Sam Rayburn and House Majority Leader Hale Boggs	

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S E C R E T

THURSDAY, 24 February 1972

25X1A

0830-0930	"Developments in Technical Communications"	[REDACTED]	25X1A
		Director, Office of Communications	
0945-1045	Demonstration of Equipment		
1100-1230	Tour [REDACTED]		25X1A
	Lunch		
1330	Depart for Headquarters		
1430-1700	"Soviet Strategic Capabilities"	Bruce Clarke	
		Director of Strategic Research	

S E C R E T

S E C R E T

FRIDAY, 25 February 1972
(Headquarters Building 1A 07)

0800-0830

0845-0915 Individual Student Presentations

0915-0945

1000-1200 "Changes in Intelligence Community Controls"


Director, Planning,
Programming and
Budgeting

25X1A

Lunch

1300-1415 Critiques for Phase III and
Trip Briefing

1430-1630 "How to Read a Foreigner"

James Bostain
Scientific Linguist
Foreign Service
Institute, Department
of State

1630-1700 Complete Critique Form Phase III

S E C R E T

FIELD TRIP SCHEDULE FOR MC NO. 31*

SUNDAY, 27 February 1972

1000	EST	Convene at Headquarters (SW Entrance)
1015	EST	Special Bus Leaves Headquarters for Andrews AFB
1100	EST	Leave Andrews AFB for Colorado Springs, Colorado
(Box Lunch)		
1530	MST	Arrive Colorado Springs
1630	MST	Bus Tour Air Force Academy Dinner at Officers Club

MONDAY, 28 February 1972

0830-1600	MST	At NORAD Headquarters: Briefings
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TUESDAY, 29 February 1972

0900	MST	Leave Colorado Springs for Patrick AFB, Florida
1700	EST	Arrive Patrick AFB

WEDNESDAY, 1 March 1972

0800-1600	EST	Briefing and Tour at NASA, Cape Kennedy
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THURSDAY, 2 March 1972

0700	EST	Leave Patrick AFB for Charleston AFB, Charleston, South Carolina
0830	EST	Arrive Charleston AFB
0900-1700	EST	Briefings and Tour POMFLANT, SSNB and Tender
1830	EST	Leave Charleston AFB for Washington, D. C.
2030	EST	Arrive Andrews AFB
2045-2130	EST	Special Bus to Headquarters

*The above FIELD TRIP SCHEDULE is subject to confirmation during the week prior to the Field Trip flight.

SECRET

S E C R E T

FRIDAY, 3 March 1972
(Room 1 A 07, Headquarters)

0930-1130	"The National Security Agency"	25X1A [REDACTED] Deputy Assistant Director for Production, National Security Agency
	Lunch	
1230-1330	Special Presentation	25X1A [REDACTED]
1345-1430	Administrative Time: Field Trip Accounting	
1430	Closing Remarks	William Colby Richard Holms -Director of Central Intelligence
	Award of Certificates	[REDACTED] Deputy Director of Training

25X1A

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